

22ND ANNUAL



22ND LCI CONGRESS
OCTOBER 19-23

Executing in IPD

A Full Team Plus/Delta

Matt Bleakley, Whiting-Turner Contracting Co.
John Clappison, CCK Construction Services, Inc.
Craig Russell, Walt Disney Imagineering
Ryan Seckinger, Walter P Moore

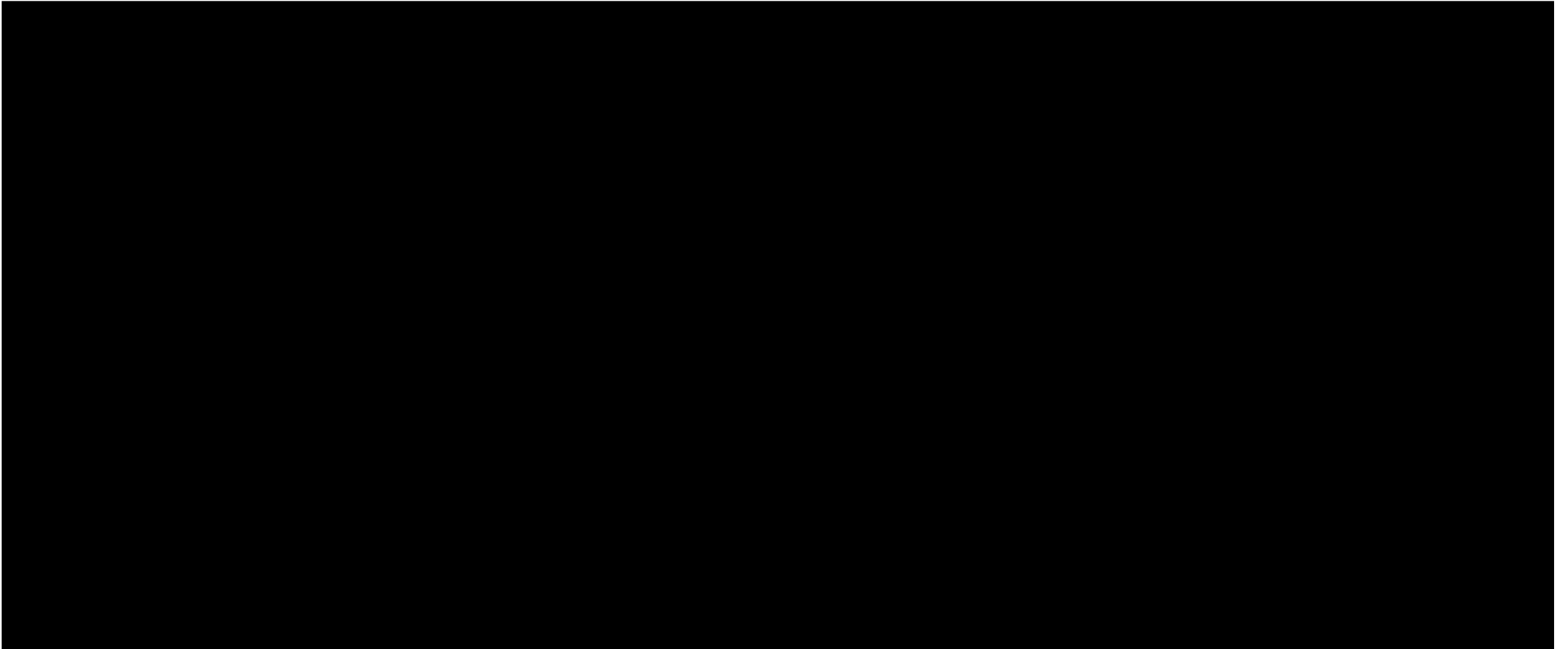
THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

October 22nd, 2020

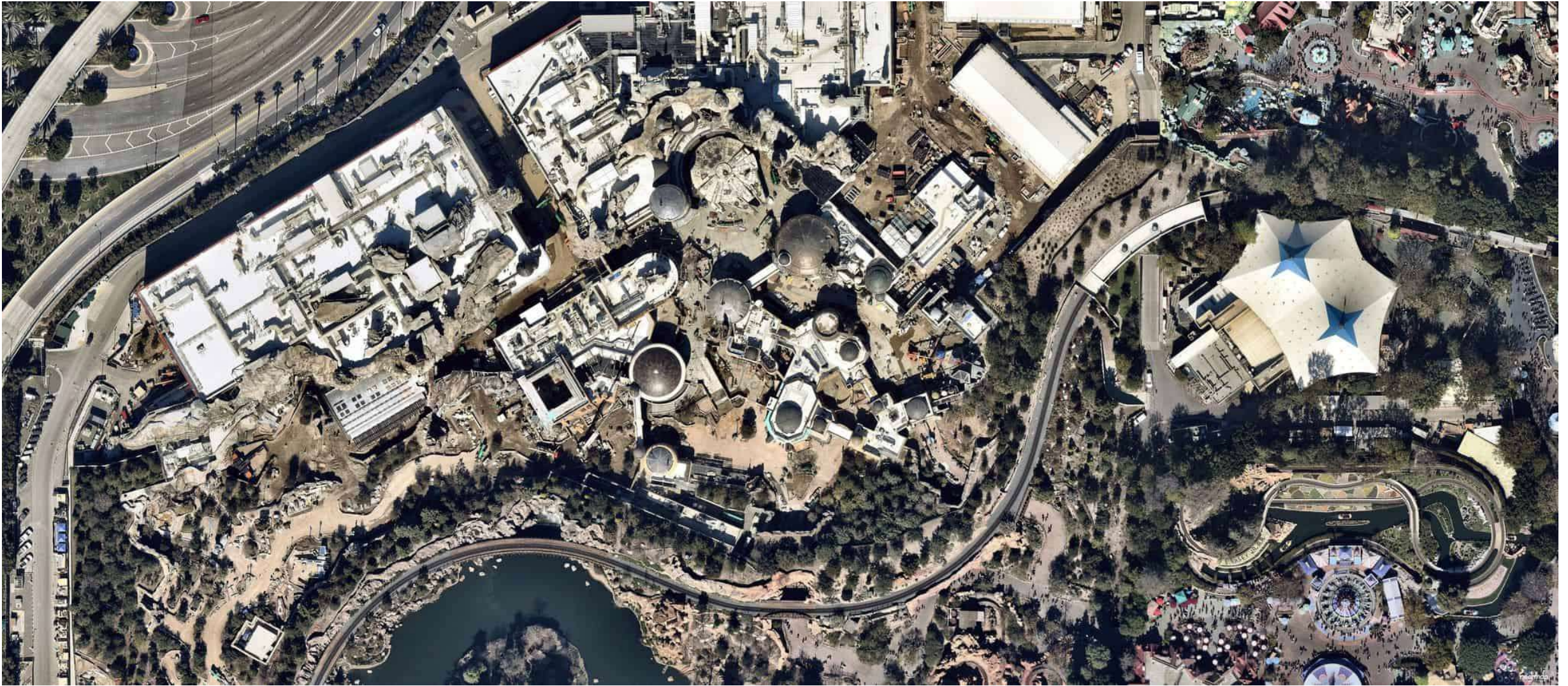
Star Wars : Galaxy's Edge



Star Wars : Galaxy's Edge



Star Wars : Galaxy's Edge



Our Panel

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Big Ideas

- ***Creating a Culture of Safety*** - Commitment by the FULL team to safety during execution lead to setting new standards for all the partners.
- ***Speed*** of delivery, reduction in overall schedule, trust enabling faster collaboration, project fully closed out in months, not years.
- ***Estimating & Cost Trending*** on a very large scale with many stakeholder groups, maintaining visibility to the team to incentivize good behaviors and decisions.
- ***Enabling Behaviors*** which create an environment where we care less about the conventional issues and more about delivering the project successfully together.

Safety Culture

- The Team agreed the target should be below industry standards, WELL below.
- Established safety as a key metric and requirement for successful project.
- Committed resources and support from leadership.
- Team effort to change the usual behaviors and make real improvements.
- Safety was a top priority on our team charter.



STAR WARS :: GALAXY'S EDGE

IPD TEAM CHARTER



MISSION STATEMENT :: ALL IN

This Team is **ALL IN** working collaboratively to achieve the project's safety, quality, cost and schedule goals while delivering on the project's creative Vision.

We will employ strict project controls and communicate in an open and honest manner.

This team will be trusting, collaborative, transparent and innovative.

We will work to create a high performing team using lean principles and technology.

ON BOARDING STRATEGY

We will provide new team members with all of the necessary information for quick, but thorough onboarding. Our team member onboarding materials will include:

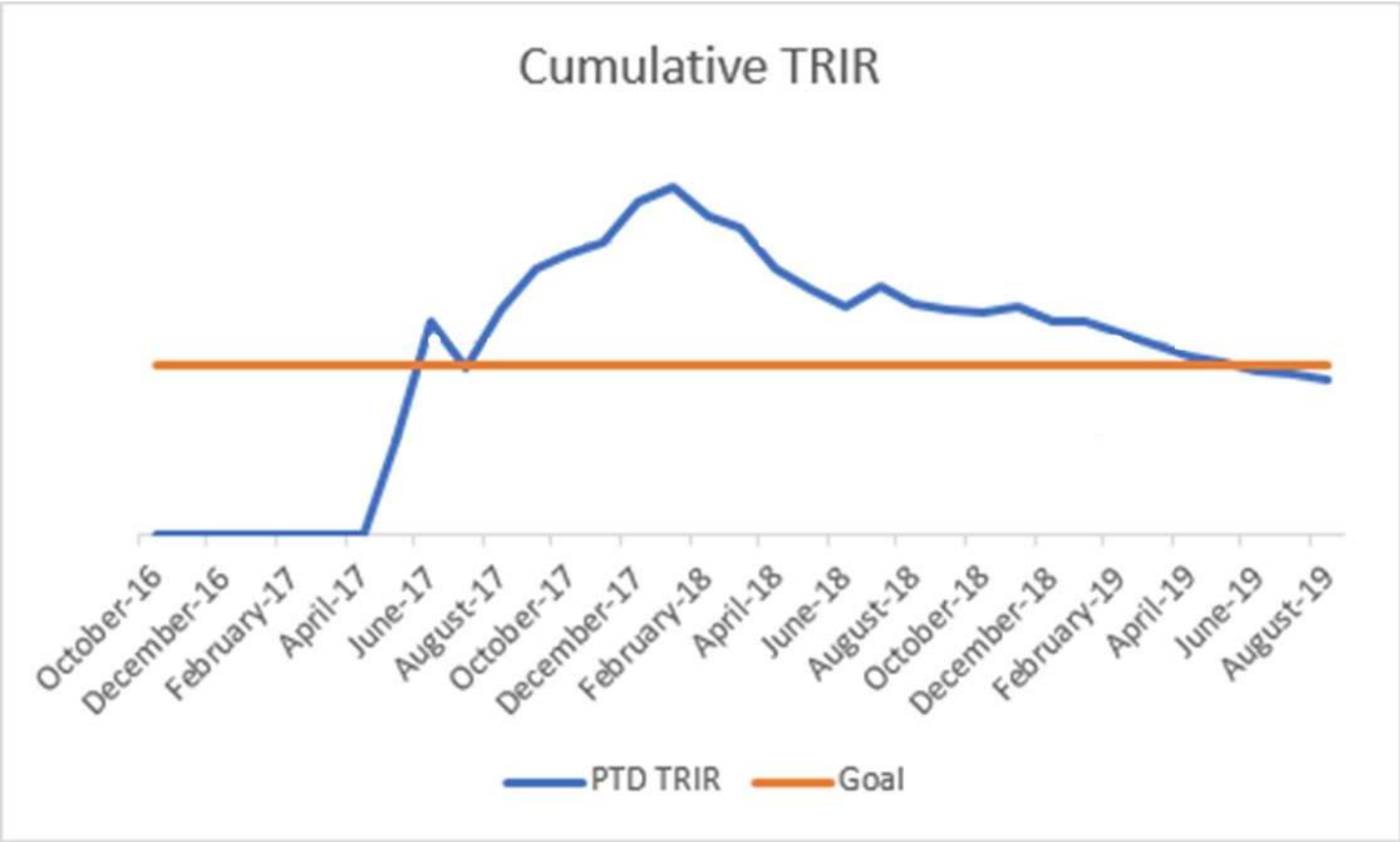
- Overview of creative intent and goals
- Team Charter document for review and concurrence
- IPD "101" Overview
- Site specific safety orientation
- BIM Execution Plan
- Tools & Processes



METRICS

VALUE	GOAL	MANTRA	HOW WE MEASURE?	TARGET	CHAMPION
SAFETY	Create and implement a world class safety culture! It's a core value. Everyone will participate and be proactive!	SAFETY BEGINS WITH ME!	Lost Time (Days Away) - LT (DA) Days Away, Restricted Transfer - DART Total Recordable Incident Rates - TRIR Target Zero Participation		Safety Team
GUEST EXPERIENCE	Work with our Creative, Ride and Show Partners to deliver an epic guest experience! Assist with driving down costs.	OUT OF THIS WORLD EXPERIENCE!	Contract Forecast Projections		Controls Team
TEAM HEALTH	Build and maintain a highly functional, high performing team in which everyone is involved with the project. We will constantly share the awesome scope and impact of our work, and regularly celebrate our shared successes.	ONE TEAM, ONE DREAM! WORK HARD, PLAY HARD!	Team Health Survey Schools SMT # 4 Scores are baseline Onboarding		Continuous Improvement Team
D1B2	Recognize and leverage the incredible potential that can be gained through the D1B2 effort. We commit to robust communication between the sites to leverage lessons learned.	D1B2 - LEARN FROM & SHARE WITH THE OPPOSITE COAST!	IRL's		QC & D1B2 Team
CONTROLS	Drive team performance predictability and optimization through strict cost reporting, including rigorous earned value measurement, contract forecasting and aggressive change management. All items will be tracked via the dashboard with consistent and transparent reporting.	ACCURATE, CONSISTENT & TRANSPARENT!	EV Contract Forecast Contingency Reporting Change Management		PMT / Controls Team
SCHEDULE	Use the last planner, pull planning and other intense collaborative planning tools to prepare and execute our work. Everyone, including Ride and Show vendors, will participate in this effort and send the right people to the meetings to make this approach effective. We will strategically deploy schedule acceleration premium funds and resources to achieve the project's handoffs and meet the required turnover to Operations.	ON TIME TOGETHER!	Planned Percent Complete (PPC) Key Schedule Milestones (KSM's) Schedule Mitigation Allowance		Planning Team
PROFIT	It is our shared objective that the IFOA partners maximize the profit pool, including earning back the ICL adjustment offered during FTC negotiations.	MAXIMIZE THE TEAM'S INVESTMENT	Final Actual Cost (FAC)		PMT / Controls Team

Safety Trends



Safety Culture – Tuesday Morning

Steel Erector

Disney Safety

Mechanical TP

Whiting-Turner

Electrical TP



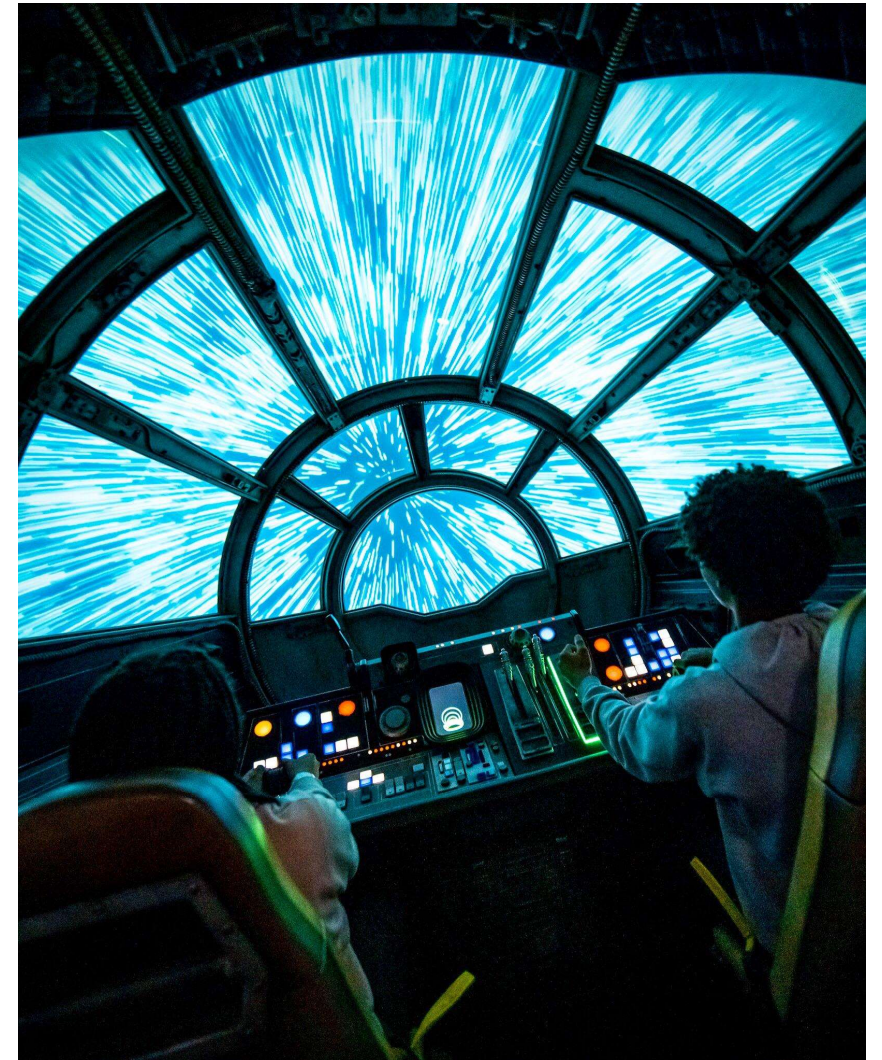
Jobsite Colo-Office
Front Door

Framing, Drywall
& Plaster TP

CCK (Concrete)

Lightspeed!!

- Speed of delivery, reduction in schedule, trust enabling faster execution.
- Utilize project model for coordination and shop drawings.
- Eliminate the need for formal shop drawings process in many disciplines.
- Reduction to number of steps from design review to execution
- Removal of organizational and commercial constraints to enable more efficient execution.



PROJECT DELOS :: VILLAGE (All Buildings)

Figure 1 is a line graph illustrating the evolution of the number of COVID-19 cases in the Madrid region from March 1, 2020, to April 15, 2020. The Y-axis represents the number of cases, ranging from 0 to 400. The X-axis shows dates from 1/3/20 to 15/4/20. Three data series are plotted: 'Cases' (blue bars), 'Deaths' (orange bars), and 'Recovered' (green bars). The 'Cases' series shows a steady increase, reaching 379 by April 15. The 'Deaths' series shows a sharp increase, reaching 158 by April 15. The 'Recovered' series shows a steady increase, reaching 348 by April 15.

Date	Cases	Deaths	Recovered
1/3/20	0	0	0
15/3/20	~100	~10	~10
30/3/20	~200	~20	~20
15/4/20	379	158	348

TOTAL IMPORTANCE	135	279	PREFERRED DIRECTION	368
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- WPM is the most qualified Team member to **AVOID** conflicts during Coordination
- The team is able to procure the Rebar as a commodity within the marketplace to get **BETTER** pricing.
- **GREATER** schedule savings for Coordination and Review.
- Greater flexibility within the Design process, WPM can **QUICKLY** react to late changes.

Lightspeed!!



Estimating & Final Cost Trending

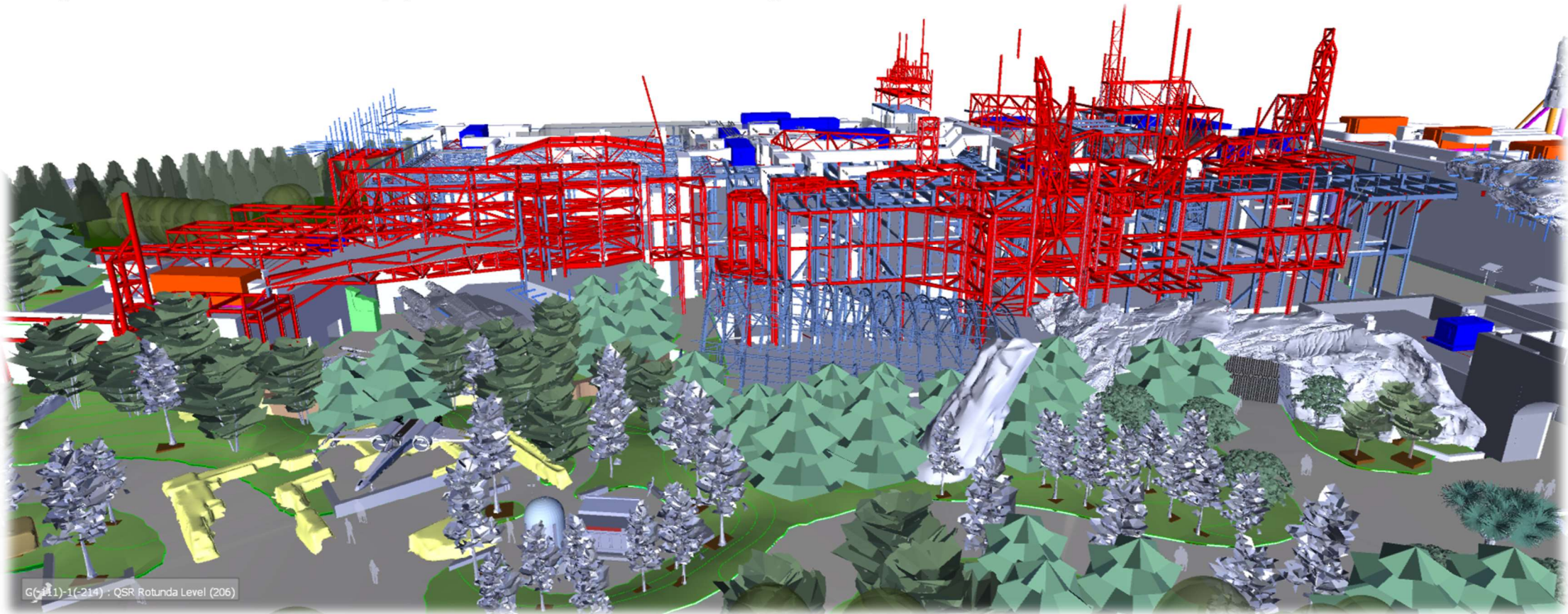
- The risk sharing culture made us focus on getting the project to come in at budget instead of allowing the estimate to tell us where we really stand.
- Prognostication of the final outcome failed due to over-reliance on estimating.
- Strength of team culture contributed to internal bullying of each other to accept lower targets.
- The team is only truly incentivized to the right behaviors once everyone is under the FTC commitment.
- Progressive target cost approach to bite off portions of the project to get us into the field. Was good concept to get us across the FTC line, but we ended up with “Tranche Fatigue” and made too big of a jump at the end to set the final FTC.

Estimating & Cost Forecasting



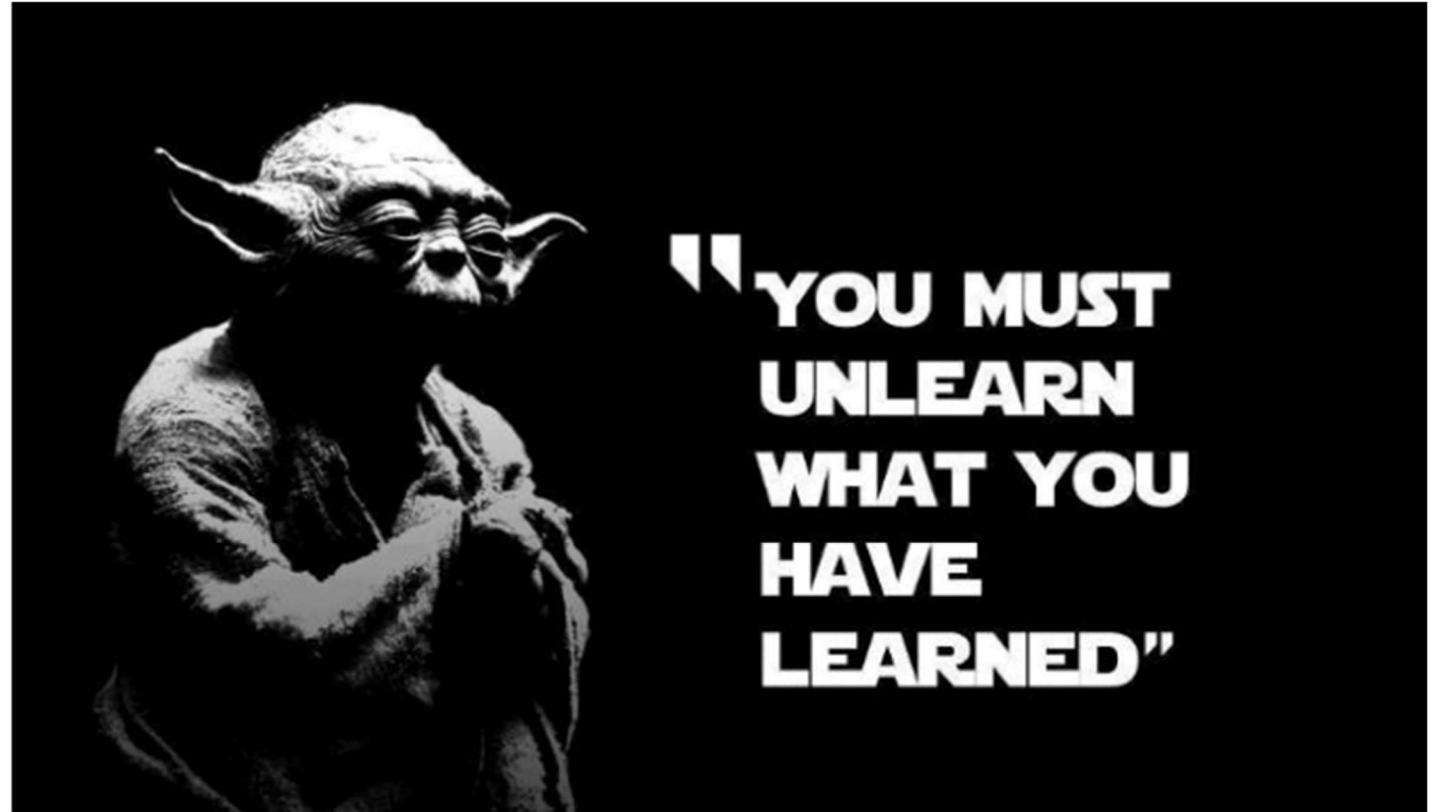
Estimating & Cost Forecasting

- Designing to an estimate and set of assumptions.
- Utilizing model data to support estimate trending.



Behavior Modification

- Transitioning from the ‘traditional project delivery’ to the IPD contract.
- Understanding “The Deal” – Two jobsites, One Budget.
- Contract was a guidebook and not used as a playbook.
- Risk sharing, not risk shifting.



What's the Deal.?



What's the Deal.?



Behavior Modification

- Speed of delivery, reduction in schedule, trust enabling faster execution
- Create an environment where ***we care less about*** the conventional issues and ***more about*** delivering the project successfully together.
- Team took on huge challenge of project close-out in record time.
- Partners teaching partners and helping them improve.
- Onboarding of new team members is critical to success and must continue throughout the execution phase.

Wrap-Up

- Focus on the behaviors and drive collaboration.
- Invest in the right resources early, you will save time and effort later.
- Owner engagement is necessary to success, bring them in, don't shut them out.
- Team health is critical to success, we managed over 95% rating on our team's willingness to do it all over and work together again!

Contact Us

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Thank you for attending this presentation. Enjoy the rest of the 22nd Annual LCI Congress!

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- Provide a glossary of acronyms from your presentation in the back
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